

The 2003 Linkage Excellence in Management & Leadership Series

Leadership and Emotional Intelligence

Featuring Daniel Goleman



Dear Participant:

Welcome to Linkage's 2003 Excellence in Management and Leadership Series. Today's program, ***Leadership and Emotional Intelligence*** featuring **Dr. Daniel Goleman**, a widely recognized thought leader.

Specifically, the program will focus on:

- What leaders can and should do to spark winning performance from their people.
- How to create businesspeople who can turn bold objectives (strategic, financial or organizational) into reality.
- How the best executives use a collection of distinct leadership styles to achieve real business results.

Key leadership themes Dr. Goleman will share with you, based on his own experiences include:

- How well leaders manage their moods and affect everyone else's moods becomes not just a private matter, but a factor in how well a business will do.
- How resonance amplifies and prolongs the emotional impact of leadership.
- How the best, most effective leaders act according to one or more of six distinct approaches to leadership and skillfully switch between the various styles depending on the situation.
- How different leadership styles impact the working atmosphere of an organization, division, or team.

These participant materials have been designed to complement your conversation with Dr. Goleman. Use them to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Dr. Goleman via fax, telephone and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning.

Learning requires the **active** engagement of your mind and spirit – the motivation and drive to reflect, apply, practice, and experiment.

About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 100,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Burlington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the "Inc. 500 Fastest Growing Private Companies in the United States."

Distance Learning

Thank you for your participation in today's Distance Learning session: "Leadership and Emotional Intelligence," featuring Dr. Dan Goleman.

As a participant of this session, you may apply your fee toward the remainder of the 2003 Excellence in Management and Leadership Series. Upcoming sessions include:

- **Louis Gerstner** on Organizational Transformation, December 2, 2003

To order the remainder of the series, or to speak to a representative, contact Linkage Customer Service at 781-402-5555 or visit:

http://www.linkageinc.com/disl/satellite_about.shtml.

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SECTION 1

Satellite Program Materials

What You Will Learn

This session will uncover what leaders can and should do to spark winning performance from their people. Dr. Goleman will address the question of how to create businesspeople who can turn bold objectives, whether they are strategic, financial or organizational, into reality. Supported by Emotional Intelligence (EI) related data, Dr. Goleman will take much of the mystery out of effective leadership and how the best executives use a collection of distinct leadership styles to achieve real business results.

You will learn:

- The six distinct leadership styles which spring from the different components of EI.
- Which crucial EI abilities underlie each leader's style.
- What impact each style has on the working atmosphere of an organization, division, or team.
- The importance of a leader's mood and behavior and how it impacts performance.

Question-and-Answer Session

- If you are participating only in the live presentation of this program, complete the fax form, send an e-mail, or call your questions to Dr. Goleman using the question sheet on page 32.
- If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form and fax it to: 1-877-892-0170 (within U.S.) or 1-646-349-3661 (outside U.S.)
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Broadcast Activities that begin on page 18.

Pre-Broadcast Activities

Become familiar with Dan Goleman's extraordinary accomplishments by reading the following biographical outline.

Biography: Dan Goleman

Daniel Goleman consults internationally and lectures frequently to business audiences, professional groups and on college campuses. A psychologist who for many years reported on the brain and behavioral sciences for The New York Times, Dr. Goleman previously was a visiting faculty member at Harvard.

Dr. Goleman's 1995 book, *Emotional Intelligence* (Bantam Books) was on *The New York Times* bestseller list for a year and a half, with more than 5 million copies in print worldwide. It has been a best seller throughout the world and was translated into over 30 languages in more than 50 countries.

His 1998 book, *Working With Emotional Intelligence* (Bantam Books), argues that workplace competencies based on emotional intelligence play a far greater role in star performance than do intellect or technical skill, and that both individuals and companies will benefit from cultivating these capabilities. It became an immediate New York Times bestseller.

Dr. Goleman's Nov./Dec. 1998 article in the Harvard Business Review, "What Makes A Leader?" received the highest reader ratings ever until that time, becoming the best-selling reprint in the history of the HBR. His follow-up article in the March/April 2000 issue of the HBR, "Leadership That Gets Results," became another best-selling reprint.

His latest book, the March 2002 release *Primal Leadership: Realizing the Power of Emotional Intelligence*, unveils new scientific evidence demonstrating that a leader's emotional intelligence has an enormous impact on the performance of groups being led and on an organization's bottom line. *Primal Leadership*, co-written with Richard Boyatzis and Annie McKee, was preceded by a related article by the three co-authors in the December 2001 issue of HBR entitled *Primal Leadership: The Hidden Driver of Great Performance*.

Dr. Goleman co-founded the Collaborative for Academic, Social and Emotional Learning at the Yale University Child Studies Center (now at the University of Illinois, Chicago), with the mission to help schools introduce emotional literacy courses. One mark of the Collaborative's impact is that thousands of schools around the world have begun to implement such programs.

Dr. Goleman is co-chairman of the Consortium for Research on Emotional Intelligence in Organizations, based in the School of Applied and Professional Psychology at Rutgers University, which seeks to identify best practices for developing emotional competence.

He has received many journalistic awards for his writing, including two nominations for the Pulitzer Prize for his articles in the Times, and a Career Achievement award for journalism from the American Psychological Association. In recognition of his efforts to communicate the behavioral sciences to the public, he was elected a Fellow of the American Association for the Advancement of Science.

Born in Stockton, California, Dr. Goleman attended Amherst College, where he was an Alfred P. Sloan Scholar and graduated magna cum laude. His graduate education was completed at Harvard, where he was a Ford Fellow, and he received his M.A. and Ph.D. in clinical psychology and personality development. Dr. Goleman now lives in the Berkshires of Massachusetts with his wife Tara Bennett-Goleman, a psychotherapist. He has two grown sons, two grand-daughters and two nieces.

Pre-Broadcast Activity/Discussion

1. Think of someone you consider a great leader. Explain why you feel that person is effective. What does he/she do? How does he/she behave with others?

2. Which do you feel is more critical- what a leader does or how he or she gets it done? Why? Which does the culture at your organization support?

3. What role should emotions play in the workplace? Think of a time when the display of emotions enhanced a situation. Think of a time when the display of emotions derailed a conversation or deteriorated a situation?

4. To what extent does a leader's mood and behavior impact the performance of those around them? Think of a time when a leader's mood had a large impact on others.

5. Consider the following four Emotional Intelligence Domains and associated competencies. Indicate the level at which you feel you demonstrate each in the workplace:

H *High Level*- you consider this to be one of your greatest strengths.

M *Moderate Level*- you consider yourself to be solid in this competency.

L *Low Level*- you consider this to be one of your developmental needs.

Self-Awareness

- ___ Emotional Self-Awareness: Reading ones own emotions and recognizing their impact; using “gut sense” to guide decisions.
- ___ Accurate Self-Assessment: Knowing one’s strengths and limits.
- ___ Self-Confidence: A sound sense of one’s self-worth and capabilities.

Self-Management

- ___ Emotional Self-Control: Keeping disruptive emotions and impulses under control.
- ___ Transparency: Displaying honesty and integrity; trustworthiness.
- ___ Adaptability: Flexibility in adapting to changing situations or overcoming obstacles.
- ___ Achievement: The drive to improve performance to meet inner standards of excellence.
- ___ Initiative: Readiness to act and seize opportunities.
- ___ Optimism: Seeing the update in events.

Social Awareness

- ___ Empathy: Sensing others’ emotions, understanding their perspective, and taking active interest in their concerns.
- ___ Organizational Awareness: Reading the currents, decision networks, and politics at the organizational level.
- ___ Service: Recognizing and meeting follower, client, or customer needs.

Relationship Management

- ___ Inspirational Leadership: Guiding and motivating with a compelling vision.
- ___ Influence: Wielding a range of tactics for persuasion.
- ___ Developing Others: Bolstering others’ abilities through feedback and guidance.
- ___ Change catalyst: Initiating, managing, and leading in a new direction.
- ___ Conflict Management: Resolving disagreements.

_____ Building Bonds: Cultivating and maintaining a web of relationships.

_____ Teamwork and Collaboration: Cooperation and team building.

During This Program

- Participate!
- Submit questions to be addressed by Dr. Goleman during the question-and-answer session. Dr. Goleman will respond to questions in the latter third of the program. To submit questions, either complete the fax form found on page 32, submit an e-mail, or call in when prompted during the program.
- Use the following Participant Materials as an additional resource to Dr. Goleman's presentation. Make notes on the presentation in the space provided.

Participant Materials

Leadership and Emotional Intelligence: Notes

1. Leadership and Emotional Intelligence

[illegible]

“No creature can fly with just one wing. Gifted leadership occurs where heart and head- feeling and thought- meet. These are the two wings that allow a leader to soar.”

2. The Importance of a Leader's Mood and Behavior and how it Impacts Performance

[illegible]

“In short, leaders’ emotional states and actions do affect how the people they lead will feel and therefore perform. How well leaders manage their moods and affect everyone else’s moods, then, becomes not just a private matter but a factor in how well a business will do.”

3. Crucial EI Abilities

[illegible]

"The fundamental task of leaders... is to prime good feeling in those they lead. That occurs when a leader creates resonance a reservoir of positivity that unleashes the best in people. At its root, then, the primal job of leadership is emotional."

4. The Six Distinct Leadership Styles

“Typically the best, most effective leaders act according to one or more of six distinct approaches to leadership and skillfully switch between the various styles depending on the situation.”

“Leaders who used styles with a positive emotional impact saw decidedly better financial returns than those who did not.”

“Whatever a leader’s repertoire of styles today, it can grow wider tomorrow. The key lies in strengthening the underlying emotional intelligence abilities that drive a given style.”

5. Impact of Leadership Styles on the Working Atmosphere of an Organization, Division or Team

[illegible]

“For instance, visionary leaders articulate where a group is going, but not how it will get there- setting people free to innovate, experiment, and take calculated risks.”

6. Becoming an Emotionally Intelligent Leader

“Our level of emotional intelligence is not fixed genetically, nor does it develop only in early childhood. Unlike IQ, which changes little after our teen years, emotional intelligence seems to be largely learned, and it continues to develop as we go through life and learn from our experiences- our competence in it can keep growing”

Post-Broadcast Activities

Complete and submit the participant evaluation form found at:
http://www.linkageinc.com/training/satellites/satellite_evals.shtml or at the end of your participant materials.

Activity 1: Self-Reflection and Discussion

- Return to your pre-broadcast questions and answers on page 9.
What additional **attributes** would you add to your list after listening to Dr. Goleman's presentation?

- What other ideas, concepts, or themes from the broadcast resonated with you?

- Are there examples at your organization of emotionally intelligent leaders in action? If so, how did these leaders demonstrate emotional intelligence? How did it impact their ability to be successful?

- How does your organization actively support the assessment or development of emotional intelligence (i.e., in selection processes, training programs, retention strategies, leadership development programs, etc.)?

Activity 2: Self-Assessment

The Emotionally Capable Leader™: Self-Assessment

The Emotionally Capable Leader is a brief self-scoring assessment that measures your emotional intelligence along seven critical dimensions in Linkage's Emotionally Capable Leader model.

What It Can Do

- Sharpen your self-awareness.
- Help you work more effectively with others.
- Focus your development on factors that will enable you to be a more effective leader.

Directions

- Step 1** Read each of the 35 items and rank yourself according to the scale below.

Rating Scale

1	2	3	4
Almost Never demonstrate behavior	Sometimes demonstrate behavior	Frequently demonstrate behavior	Almost Always demonstrate behavior

- Step 2** On the scoring sheet provided, enter your answers for each question. Then add your ratings across each row to produce an overall score for each (A to G). Insert your scores into the graphic on page 24 to get a sense of your relative areas of strength and developmental opportunity.

- Step 3** (Optional) As a group, discuss your results to better understand the capabilities of the emotionally intelligent leader and target developmental opportunities.

Questionnaire

1	2	3	4
Almost Never demonstrate behavior	Sometimes demonstrate behavior	Frequently demonstrate behavior	Almost Always demonstrate behavior

_____ I am aware of the values and beliefs guiding my daily actions

_____ I “read” the feelings underneath people’s words and actions (especially feelings of unease or distress)

_____ I am honest with myself about my own needs and capabilities

_____ I consider the feelings of others when/before taking action

_____ I respond to setbacks with renewed determination

_____ I speak with conviction and clarity about the future of the organization and its members

_____ I am able to calm myself down when I am angry, frustrated, or anxious

_____ I am comfortable describing my feelings to others

_____ I have satisfying work relationships that are characterized by candid talk

_____ I understand how my own preferences tend to shape my responses to others

_____ I work comfortably with diverse groups regardless of my role

_____ I believe I am capable of making a real difference in my organization

_____ I coach and persuade individuals and groups to identify their part in addressing problems

_____ I use humor appropriately to help others release tension

_____ I use my intuition when making decisions

_____ I imagine myself in other people’s situations to understand their feelings

_____ I know what kinds of challenges I am best and least equipped to handle

1	2	3	4
Almost Never demonstrate behavior	Sometimes demonstrate behavior	Frequently demonstrate behavior	Almost Always demonstrate behavior

I demonstrate responsiveness to the different needs of those whom I lead

I am confident that I can overcome the obstacles to the achievement of my goals

I build consensus among diverse constituencies

I stay composed under pressure

I spot signs of heightened emotional states in myself before others point them out to me

I listen attentively to others

I encourage input from others to challenge my own personal perspective

I accurately read situations and adapt my responses accordingly

I pursue ambitious goals rather than settling for the safety of clearly achievable results

I encourage people to challenge the status quo

I express myself in consistent moods that put others at ease

I am conscious of the impact of my emotions on my performance

I understand and express the unspoken feelings of group members

I trust my intuition

I use inclusive practices, diplomacy, and tact to minimize hurt feelings when dealing with difficult interpersonal issues

I act from an expectation of success rather than from a fear of failure

I provide encouragement and space for people to express their hopes and aspirations

I model how to remain engaged in the face of uncertainty

Answer Sheet

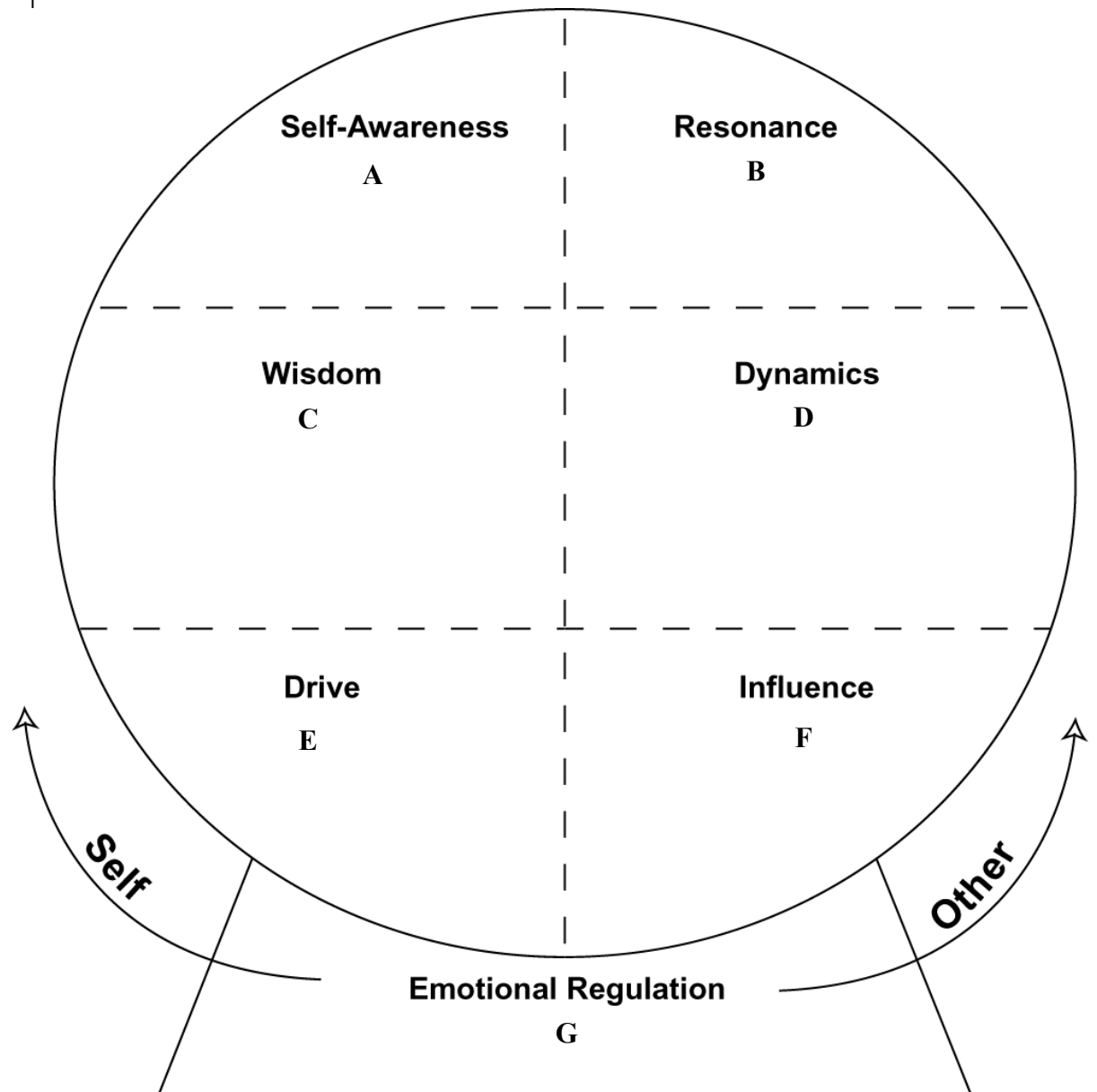
Rating Scale

1	2	3	4
Almost Never demonstrate behavior	Sometimes demonstrate behavior	Frequently demonstrate behavior	Almost Always demonstrate behavior

A 1 _____ + 8 _____ + 15 _____ + 22 _____ 29 _____ Sum = _____
B 2 _____ + 9 _____ + 16 _____ + 23 _____ 30 _____ Sum = _____
C 3 _____ + 10 _____ + 17 _____ + 24 _____ 31 _____ Sum = _____
D 4 _____ + 11 _____ + 18 _____ + 25 _____ 32 _____ Sum = _____
E 5 _____ + 12 _____ + 19 _____ + 26 _____ 33 _____ Sum = _____
F 6 _____ + 13 _____ + 20 _____ + 27 _____ 34 _____ Sum = _____
G 7 _____ + 14 _____ + 21 _____ + 28 _____ 35 _____ Sum = _____

Overview and Behavioral Indicators

The Emotionally Capable Leader™



Activity 3: Examining Yourself

Review your capability totals from the assessment. What totals are particularly high or low compared to others?

- Write the high- and low-scoring capabilities in the appropriate cell in the grid below.

Unsurprising Highs	Surprising Highs
Unsurprising Lows	Surprising Lows

What patterns or themes do you see in these results?

Looking at Specific Behaviors

In the following exercise, you will “drill down” further into your results at the behavioral level. Examining the individual item scores on your assessment will help you further clarify and refine your understanding of your emotional intelligence strengths and development opportunities.

A. Review your Answer Sheet and locate the factor (A-G) with the **highest** total. Circle 2-3 items that received the highest scores in that factor. Refer to the questionnaire to identify the statements that correspond to the circled numbers, looking for those which you feel are real strengths for you in your work. Record the complete statements here:

1. _____

2. _____

3. _____

B. Do the same for your **lowest** rated factor (A-G) and circle 2-3 of the individual items on which you rated yourself lowest in that factor, and which have the most impact on your performance at work. Record the complete statements here:

1. _____

2. _____

3. _____

Development Opportunities

Use the forms on pages 27-28 to create a plan to leverage 1-2 key strengths and develop 1-2 opportunities.

Strength to Leverage	Specific Ways to Leverage this Strength	Why I feel this Strength is Key	How I Will Leverage It	How Others Will Support Me
Capability:			What I'll Do Now:	Who will help me
Specific Behavioral Item:			Other Possible Actions:	How they will help me.
Capability:			What I'll Do Now:	Who will help me
Specific Behavioral Item:			Other Possible Actions:	How they will help me.

Obstacles to Achieving My Development Goals	What I'll Do to Overcome the Obstacles

Capability to Target for Improvement	Specific Development Goal	Why I feel the Goal Is Important	What I'll Do to Get There	How Others Will Support Me
Capability:			What I'll Do/Change Now:	Who will help me
Specific Behavioral Item:			Other Development Activities (include completion date)	How they will help me
Capability:			What I'll Do/Change Now:	Who will help me
Specific Behavioral Item:			Other Development Activities (include completion date)	How they will help me

Obstacles to Achieving My Development Goals	What I'll Do to Overcome the Obstacles

Activity 4: Reflections

- As I look at my Emotionally Capable Leadership Assessment results, I am most struck by:
- The capability which I would most like to focus on during the next two days is:
- If I were to demonstrate this capability, it would look like this:
- Whenever I observe myself remembering to focus on this capability I will keep track of this by:
- I will reward myself by:

Final Activity: Action Planning

- Identify one step that you will take to enhance your effectiveness in becoming a more resonant leader:
- Set a time frame for when you will begin:

SECTION 2

Forms

Question Sheet

Use this form to write your question for Dr. Goleman or for discussion among your colleagues. Please write clearly.

Name (optional):

Organization:

Location:

Your question (25 words or fewer):

Fax 1-877-892-0170 (from within U.S.)
Fax 646-349-3661 (from outside U.S.)

Email: **leadership2003@linkage-inc.com**

Tel 1-800-489-8814 (from within U.S.)
Tel 801-303-7412 (from outside U.S.)

LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-372-1678.

NAME _____ TITLE _____

ORGANIZATION _____

Please indicate functional area (only circle one):

Finance Human Resources/Organizational Development Manufacturing/Operations Marketing R&D Sales

Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

☐ President or Officer ☐ Vice President ☐ Director ☐ Manager/Supervisor ☐ Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant material were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program.

3) Any suggestions on what we can do to improve?

4) Can we use any of these comments for promotional purposes (including name and organization)? YES NO

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?

Rating: _____

6) Which speakers are you most interested in seeing at the next Linkage Satellite (Distance Learning) Learning Series? (Please rate your top five, "1" being most interested)

<input type="checkbox"/> Peter Senge	<input type="checkbox"/> Michael Dell	<input type="checkbox"/> Warren Bennis
<input type="checkbox"/> Larry Bossidy	<input type="checkbox"/> Deborah Tannen	<input type="checkbox"/> Maya Angelou
<input type="checkbox"/> Steve Jobs	<input type="checkbox"/> Stephen Covey	<input type="checkbox"/> Margaret Wheatley
<input type="checkbox"/> Michael Porter	<input type="checkbox"/> Tom Peters	<input type="checkbox"/> Francis Hesselbein
<input type="checkbox"/> Phillip Knight	<input type="checkbox"/> John Scully	<input type="checkbox"/> Michael Hammer
<input type="checkbox"/> Noel Tichy	<input type="checkbox"/> Louis Gerstner	<input type="checkbox"/> Gary Hamel
<input type="checkbox"/> James Champy	<input type="checkbox"/> Rosabeth Moss Kanter	<input type="checkbox"/> Other _____

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-372-1678.